

## **My Philosophy:**

- Take care of people. Respect for and recognition of people breeds loyalty, trust, and commitment. Treat others with dignity and respect.
- I value integrity, teamwork, initiative and dependability.
- Power down (Empowerment). People want to succeed.
- Have a positive "can-do" attitude
- Do what is right -- legally & morally
- **My operational style and expectations:**
- My background: Type A (ISTJ) -- I expect directors to run their organizations and make tactical decisions. Keep the Command Group informed.
- I value teamwork above all else. Teamwork takes effort.
- I tend to be a traditionalist.
- Pursue professional excellence. You may prepare a professional lifetime for 100 hours of combat so stay ready.
- Spiritual development enhances the whole man (or woman!).
- Breaches of integrity or moral standards are intolerable.
- The most powerful thing you can offer the command is the ability to anticipate requirements, issues, and problems. Think, therefore, in forward planning terms.
- The Staff supports the command. Maintain good relations and communications with counterparts at HQs. Share information with others on the staff. Staff coordination requires constant effort and attention - make it happen.
- I "MBWA"
- Families are important.
- Understand the difference between taskers and suggestions. I am very direct. I do not read code well. If I want you to do something, I will tell you.

- Be candid. Disagreement is not disrespect. However once a decision is made, I count on you to support it.
- Zero defect issues: Safety, integrity, drugs/alcohol, respect (EO/harassment). Breaches in these areas are not tolerated and non-negotiable.
- Loyalty and attitude are important.
- I will make every attempt to be accessible - anytime. Feel free to approach or call me on any issue, job-related or personal. Use the Chain of command for issues involving the Command Group. The Command Group = CO, CEA and SGM
- Bring all Soldier issues to the CSM first. Ensure you "keep him in the loop."
- My door 'stays open' so you can walk in - observe the "ten minute rule".
- Do not waste our time trying to figure out what I want --- ask!
- Conceptually, everything goes through the deputy. If a flag officer discusses issues or offers guidance one-on-one I expect a follow-up brief to me.
- Don't bring me a problem without a recommended solution. If you need guidance, ask!
- I expect people to want to do their job right and ensure subordinates do theirs. Take pride in all you do - be a history maker. Make things happen.
- Balance is important. Maintain it. Have fun. Do not loose leave.
- Support our community.
- I will give you taskers with no prioritization other than suspenses. You must tell me if you are tapped, and we'll align priorities.
- Social Functions: Believe they are an integral part of teamwork. I support social & special functions/occasions that encourage teamwork and family involvement. RSVPs are NOT optional.
- I want pre-briefings, if possible, early enough to make a difference before we present issues to higher.
- I don't want to hear "I didn't want to bother you." That's why I'm here.
- Counsel subordinates monthly. In writing. Be a mentor-coach for your subordinates. I will counsel all I rate monthly.

- Awards and public recognition are a valuable leadership tool. Recognize the winners on your team.
- Pay attention to details. Assessments and inspections are important.
- Public affairs is everyone's business - same for community life and support to our community.
- Do not miss suspenses. Ask for extensions in a timely manner.
- I expect a note/response to my emails.
- Email is not coordination.
- Correspondence: In accordance with AR 25-50 and local policy. Your products reflect you and the command by association.

- **Likes/dislikes**

- Vulgarity is a sign of indiscipline. Eliminate it from your vocabulary.
- When briefing me, give me the big-picture up front and drill down from there. I appreciate the slides ahead of time.

- **Professional thoughts that have served me well.**

- No one gets out of this world alive. Resolve therefore to maintain a reasonable sense of values.
- Work friendly - enjoy your job - or find a new one
- Be situationally aware. Pay attention to details. Keep it simple.
- Maintain a sense of humor.
- Trust your subordinates. Power down.
- Watch your lane. Improve your piece of the military.
- When in charge, take charge. Take initiative. Lead from the front.
- Crisis actions demand calm leadership.
- Maintain your priorities. Keep long range goals in mind and don't be diverted.

- Concentrate on what you can influence - not what you can't
- Bad news never gets better with age --- speak up with the facts.
- Take care of yourself. Good health is essential to mission accomplishment and happiness. People need maintenance too.
- Listening is an art. You will learn more by listening than talking.
- It can be done. Don't be a hand wringer or a naysayer. Optimism is a force multiplier.
- An 80% solution executed on time is better than a 100% solution executed late.
- Accept nothing less than high standards no matter how small the task.
- Commanders set standards which apply 24 hours a day, on and off duty, in the field or garrison, tactical or administrative mission.
- History strengthens. Take time for personal and professional development.
- Have courage to fix the problem even though tired, bored, or scared.
- Check on the small things. Attention to detail in everything we do.
- Hope is not a method. Plan in detail, execute ruthlessly, then conduct after action reviews (AAR).